

UNIVERSITY of PENNSYLVANIA *Almanac*

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University Communications Director: Lori Doyle



Lori Doyle

President Judith Rodin announced the appointment of Lori N. Doyle as director of University Communications, effective February 1. Ms. Doyle had been chief public affairs officer for the University of Pennsylvania Health System.

Ms. Doyle's appointment concludes a nationwide search in which a number of outstanding applicants were interviewed. "She is an exceptionally talented communications professional who has extensive knowledge of the University and broad experience in all aspects of external and internal communications," said President Rodin. She will replace Ken Wildes, who left the University last fall to become the Vice President for Communications of Children's Hospital in Los Angeles.

For the past six months, Ms. Doyle has served as vice president for external affairs of the American Water Works Company, Inc. in Voorhees, New Jersey. With annual revenues exceeding \$1.2 billion, American Water Works is the largest investor-owned company in the nation's water utility industry. She was responsible for developing a long-term strategic communications plan, increasing the company's visibility and enhancing its public image.

For eight years before joining American Water Works, Ms. Doyle served as chief public affairs officer for the Health System. "In this critical position she did a superb job of publicizing the achievements of UPHS in education, research, and patient care. Over the past couple

of years, in addition, Lori played a key role in managing media interest in the Health System's financial difficulties and its recovery from them," added President Rodin.

Before joining the Health System in 1992, Ms. Doyle worked for a number of years in increasingly responsible management positions with several public relations firms in Philadelphia, culminating in her service as general manager of the Philadelphia office of Golin/Harris Communications, Inc. She received her undergraduate degree from Temple University and a master's degree in communications from Ohio University. She is a member of the Association of American Medical Colleges and the Public Relations Society of America.

"Ms. Doyle is skilled in strategic communications planning, in crisis management and in

providing effective, energetic leadership to a professional communications staff. She will be a valuable new member of our senior management team," said President Rodin.

"Ms. Doyle will be ably assisted in the development and implementation of a new communications agenda for the University by Phyllis Holtzman, who will serve as deputy director of University Communications. Phyllis has done an admirable job over the past four months as Interim director of University Communications, and we are very grateful for this important service. A former reporter for the *Philadelphia Inquirer* and a Temple graduate, she has worked at Penn for 13 years in increasingly responsible communications positions. Her talent and broad knowledge of the University will continue to serve Penn well," President Rodin concluded.

Symposium on Future of UPHS and School of Medicine

From the Medical Faculty Senate:

The University of Pennsylvania Health System and School of Medicine face a decision that could alter our character for a generation or more. Financial pressures, uniformly felt by academic medical centers across the country, are particularly intense at Penn. Despite phenomenal growth of extramural grant support and a recent financial turnaround by the Health System, these pressures have forced University leadership to consider changes in the administrative structure and financial relationship between the Health System and the University. The possibility of sale or merger of the Health System has been raised. Such decisions would have far-reaching consequences for both health care providers and University faculty at the School of Medicine and throughout the University.

The Medical Faculty Senate Steering Committee would like to bring the Penn community up to speed on these issues. To this end we are organizing at least one and possibly several symposia to be conducted over the next few weeks. The first symposium is scheduled for *January 29* from 4-7 p.m. in Dunlop Auditorium in Stemmler Hall. It will begin with an overview of the financial crisis of the Health System and of the Medical School. Then, academic leaders from around the country who have been through merger or sale of their institutions or who have expertise in these issues will present their experience. We have particular interest in the impact of these changes on faculty organization and productivity and on the tripartite mission of academic medical centers. This symposium is open to all members of the Penn community, including faculty, administration and alumni, and will offer opportunity for general discussion. A formal announcement will follow. In the meantime, please clear your calendar for this important event.

In order to tap the knowledge and experience within our own walls we also extend an invitation to members of the Penn community, including faculty, administration, students, and alumni. We are soliciting opinion from Penn people with expertise or interest in the issues of the academic medical center in the marketplace. These opinions could take the form of a letter or a more formal exposition (White Paper). Cogent viewpoints of general interest may be posted on the web. Contributions should be sent via e-mail to Vicki Mulhern at vmulhern@mail.med.upenn.edu. As a decision on the future of our institution may be imminent these opinions should be submitted as soon as possible, preferably no later than *February 1*.

We appreciate your participation in this process.

—Alan G. Wasserstein, M.D., Chair, Medical Faculty Senate

Penn/City Connections

Mayor John Street appointed the following Penn faculty and staff to City boards and commissions:

- GSFA Dean Gary Hack: Chair of the Philadelphia Planning Commission;
- Tom Lussenhop, Managing Director Institutional Real Estate: Member of the Redevelopment Authority;
- Rev. William Gipson, Chaplain: Member of the Human Relations Commission;
- Thomas Sugrue, Bicentennial Class of 1940 Professor of History & Sociology: Member of the Historical Commission.

City Council approved a measure that would enable Penn and the School District of Philadelphia to begin construction of the new pre-Kindergarten-8th grade, University-assisted public school at 42nd and Locust Streets. A series of Open Houses will take place in the coming weeks for prospective parents. (See page 6).

No Council Meeting

Dear Council Members,

Since there are no items ready for discussion, the Steering Committee has canceled the Wednesday, *January 24*, Council meeting. The next meeting is scheduled for Wednesday, *February 21*, 4-6 p.m. in Bodek Lounge, Houston Hall.

—Leslie Laird Kruhly,
Secretary of University Council

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A Discovery: Link Between Obesity and Type 2 Diabetes



Mitchell Lazar

A newly discovered hormone produced by fat cells may provide a long-sought explanation for how obesity triggers insulin resistance and type 2 diabetes, a Penn School of Medicine team reports in the January 18 issue of *Nature*. The discovery

of the hormone, called resistin (resistance to insulin), is also helping researchers understand how a new class of antidiabetic drugs promotes insulin sensitivity in people with type 2 diabetes. Insulin resistance, a disorder in which target tissues—muscle, fat, and liver cells—fail to use insulin effectively, accompanies and usually precedes type 2 diabetes. Eighty percent of people with type 2 diabetes are overweight, but the mechanism by which obesity sets the stage for insulin resistance and diabetes has long puzzled scientists.

A research team led by Dr. Mitchell Lazar, director of the Penn Diabetes Center at the School of Medicine, discovered resistin while studying thiazolidinediones (TZDs), a group of insulin-sensitizing drugs that include the oral diabetes medications pioglitazone (Actostm) and rosiglitazone (Avandiatm). The researchers knew that the TZDs activate a nuclear receptor in fat cells called PPAR γ , which belongs to a family of receptors that regulate gene expression in response to hormones, vitamins, and some drugs. The researchers discovered resistin by screening fat cells for a gene that was inhibited by TZDs.

"It seemed likely that the TZDs were acting on PPAR γ to regulate a gene," says Dr. Lazar. "We reasoned that this gene might encode a previously undiscovered fat cell hormone that impaired the actions of insulin on peripheral tissues. If the gene were overactive in obesity, it could explain the association between diabetes and obesity. And, if TZDs reduced the expression of this gene, we'd have an explanation for some of the benefit of the TZDs in diabetes."

Resistin circulates in the blood of normal mice, falling after a fast and rising after a feeding, and it dramatically rises in mouse models with genetic as well as diet-induced obesity. When the researchers administered resistin to normal mice, the animals developed impaired insulin action and glucose intolerance, precursors to type 2 diabetes.

Treatment with the TZD rosiglitazone, however, decreased blood levels of resistin. Alternatively, administration of an agent that blocked resistin's effects in mice with diet-induced obesity improved both insulin action and blood glucose.

"I don't think it's an exaggeration to say this is a blockbuster paper with potentially major clinical impact," said Dr. Allen Spiegel, director of the National Institute of Diabetes and Digestive and Kidney Diseases, the part of the National Institutes of Health that funded the research. "In one fell swoop, Dr. Lazar and colleagues have discovered a novel hormone secreted by fat cells, possibly explained how TZDs act as antidiabetic agents, and provided a key link between obesity and type 2 diabetes."

Not only do blood levels of resistin in mice correlate with insulin resistance and diabetes, Dr. Lazar's work suggests that increased resistin levels are one of the causes of type 2 diabetes. "If this observation also turns out to be true in humans, measuring resistin levels could help diagnose people at risk for type 2 diabetes. If resistin is really causing insulin resistance, then lowering levels of the hormone or blocking its action could constitute a new treatment for type 2 diabetes," says Dr. Lazar.

About 16 million people in the United States have diabetes, the most common cause of blindness, kidney failure, and amputations in adults. Type 2, which accounts for about 90 percent of diabetes in the United States, is most common in people who are overweight, inactive, over age 40, and have a family history of diabetes. The disease is also more common in minorities: African Americans, Hispanic/Latino Americans, American Indians, and some Asian Americans and Pacific Islanders are at particularly high risk for this form of diabetes. With the onset of insulin resistance, the pancreas compensates by producing more insulin, but gradually its capacity to secrete insulin in response to meals falters, and the timing of insulin secretion becomes abnormal. After diabetes develops, pancreatic production of insulin continues to decline. Many people can control their blood glucose by following a careful diet and exercise program, losing excess weight, and taking oral medication. However, the longer a person has type 2 diabetes, the more likely he or she will need insulin injections, either alone or combined with oral drugs.

About 10 percent, or 1.6 million of people with diabetes, have type 1, formerly known as juvenile onset diabetes or insulin-dependent diabetes. This form of diabetes, which usually occurs in children and adults under age 30, develops when the body's immune system attacks the insulin-producing cells of the pancreas.

This research was funded by the NIDDK. Claire Steppan was supported by an unrestricted postdoctoral grant from Pfizer, Inc. Ronadip Banerjee is an M.D./Ph.D. trainee in the NIH-sponsored Medical Scientist Training Program. Elizabeth Brown was supported by a medical student research fellowship from the American Diabetes Association.

SENATE: From the Senate Office

SEC Actions

SEC Actions from the January 17 SEC meeting were not available at press time; they will be published in the next issue of *Almanac*.

Academic Job Search and Academic Life Series

This series features topics of interest to doctoral students concerning looking for academic jobs and being an academic. Speakers are faculty from Penn and other institutions. This is the fourth year it has been offered. "Students on or planning to go on the academic job market have found the speakers' remarks and the question/discussion period following to be very helpful," said Julie Vick, of Career Services. The series is co-sponsored by Career Services and the Deputy Provost. Sessions are noon-1 p.m.

Preparing for a Campus Interview for an Academic Job: Research Universities; January 23, Williams Hall, room 203; Jacqui Sadashige, assistant professor, Classical studies; Martha Palmer, associate professor, computer and information science.

Preparing for a Campus Interview for an Academic Job: Liberal Arts Colleges, Community Colleges, and State University Campuses Oriented to Teaching; January 26, McNeil Building, room 287; Richard Immerman, professor and chair of history, Temple University; Frances Rose Blasé, associate professor of chemistry, Haverford College.

Behind the Scenes with a Search Committee; January 30, Williams Hall, room 203; Joseph Farrell, associate dean for graduate studies/professor of Classical studies; Vijay Kumar, deputy dean for research, SEAS/professor, computer and information science.

Negotiating an Academic Job Offer—Science; February 2, McNeil Building, room 287; Peter Petraitis, professor of biology.

Negotiating an Academic Job Offer—Humanities and Social Sciences; February 9, McNeil Building, room 287; Vicki Mahaffey, professor of English.

Understanding the Tenure System; March 2; place TBA; Walter Licht, associate dean and professor of history.

Having a Life: Balancing Professional and Personal Responsibilities; March 27, Logan Hall, room 392; Eugenie L. Birch, professor and chair of city and regional planning.

Making the Most of Your First Year in a New Science Faculty Position; April 24, Logan Hall, Room 392; Brian Calvi, assistant professor of genetics.

Getting Organized to Complete a Dissertation and Begin a Job Search; TBA.

Feel free to bring lunch. To register call (215) 898-7530 or e-mail vick@pobox.upenn.edu.

Death

Leonard Davis, Founder of LDI

It was learned at press time that Leonard Davis, founder of the Colonial Penn Group, and founder of the Leonard Davis Institute of Health Economics at Penn died on January 15 at age 76. His obituary will appear in the next issue of *Almanac*.

Speaking Out

Which Bank is Left?

River banks are named, by convention, from the perspective of an observer facing downstream. Why then is the old GE building being called “Left Bank” when it actually sits on the right bank of the Schuylkill River?

—Sean Hennessy,
Department of Biostatistics
and Epidemiology

Sketch by Bower Lewis Throver Architects



The Left Bank's landscaped interior courtyard with outdoor seating areas.

A Magical Destination

The Left Bank, a 282-luxury apartment complex, located at 3131 Walnut Street, is so named because the surrounding mosaic of eclectic colors, sounds, tastes, and blend of education, culture and the arts embodies an atmosphere of the *joie de vivre* and hipness of its counterpart in Paris, France.

In creating an appropriate name for the multi-dimension, multi-faceted building, I was inspired by the many parallels of the University City area and the Left Bank in Paris, a magical destination conjuring up images of learning, architecture, and a rich history highlighted by cultural vanity. In Paris, the present-day Left Bank is accented by state-of-the-art technology, a signature defining the university community in which The Left Bank in Philadelphia proudly stands.

Benjamin Franklin, a beloved historical icon with strong ties to Philadelphia, the University of Pennsylvania and the Left Bank in Paris was so moved by his experience living on the Left Bank, he was prompted to remark, “Every man has two nations and one of them is Paris.”

—Carl Dranoff, President of
Dranoff Properties

Speaking Out welcomes reader contributions. Short, timely letters on University issues can be accepted, by Thursday at noon for the following Tuesday's issue, subject to right-of-reply guidelines. Advance notice of intention to submit is appreciated. —Ed.

Photo by Marguerite F. Miller



Architects Denise Scott Brown and Robert Venturi, with His Excellency François Bujon de l'Etang, and President Judith Rodin at the award ceremony last Thursday.

Another French Connection

His Excellency François Bujon de l'Etang, Ambassador of the Republic of France to the United States, came to Penn last Thursday for an awards ceremony at Irvine where he conferred medals on behalf of the Republic of France to Robert Venturi and Denise Scott Brown. President Judith Rodin said, “France is renowned for officially recognizing exceptional accomplishments in many domains. I have the great privilege of witnessing two distinctively prestigious awards being bestowed upon Robert Venturi and Denise Scott Brown.” Ambassador de l'Etang conferred the medal of Chevalier of the Order of Arts and Letters upon Denise Scott Brown and the medal of Commandeur of the Order of Arts and Letters upon Robert Venturi.

They were honored following the recent completion of one of the largest buildings Venturi, Scott Brown and Associates (VSBA) has designed: the Hôtel du Département de la Haute-Garonne in Toulouse, France, which serves as the equivalent of a U.S. state capitol. The 866,000 square-foot complex opened during the summer of 1999. It contains administrative and agency offices, public services, and outdoor and indoor ceremonial spaces, including a major legislative assembly hall. It houses 1,400 workers. The building was constructed following an international competition. Mr. Venturi said that it was a great honor to be given the project in Toulouse. He said that the building “creates harmony with the history of the city via analogy and contrast.” Ms. Scott Brown, who described herself as cross-continental and peripatetic, said, “This award illuminates us.”

Since 1957, the Order of Arts and Letters has been presented to individuals achieving distinction in the arts and literature throughout the world. Though they join a distinguished group of American laureates—Paul Auster, Ornette Coleman, Anne d'Harnoncourt, Maryilyn Horne, Richard Meier, Robert Paxton, Robert Redford and Meryl Streep—they are the first architects to receive this distinction and they are the first couple to receive these medals.

VSBA has done innumerable projects here at Penn—refurbishing and revitalizing many of Penn's most treasured buildings including the award-winning Frank Furness building, now known as the Fisher Fine Arts Library, as well as Houston Hall, Logan Hall and Irvine Auditorium. They have also designed Perelman Quad, Vagelos Labs, and the Clinical Research Building. Ms. Scott Brown was the principal-in-charge for the campus planning and preliminary design phases of the Perelman Quad. As President Rodin said, “Penn's fate is linked to these wonderful people.”

Robert Venturi (H '80) and Denise Scott Brown (GCP '60, GAR '65, H '94) previously taught in GSFA. He is a member of GSFA's Board of Overseers and she is a member of the Library's Board of Overseers.

At last week's ceremony, Philadelphia Museum of Art Director Anne d'Harnoncourt praised the couple for “their sense of joy in decoration.” She noted that a **retrospective of their work** will open at the PMA on June 10. Ms. d'Harnoncourt also recalled that Philadelphia's international connections seem to begin with Ben Franklin.

Some Earlier Ties That Bound France and Penn

Penn's ties to France go back to the institution's early days when the University's founding father—Benjamin Franklin—was America's first ambassador to France. “In 1784, His Majesty Louis XVI, King of France, made the largest gift of any kind to our then-very-young institution of approximately 100 uniformly bound volumes from the Royal Press. The gift consisted of a fine selection of works of 18th-century French science, philosophy and exploration, works that were “cutting edge” in their time and fit Franklin's aim for both useful and ornamental knowledge,” said President Rodin.

The first director of design of Penn's architecture program, the Frenchman Paul Philippe Cret, was recruited from the École des Beaux Arts in Paris as a very young man, and established the Beaux-Arts curriculum at Penn which formed the basis of architectural education here for the next 50 years.

Penn's French Institute for Culture & Technology was created in 1992 as a joint initiative between the French Government—through the French Embassy in Washington—and Penn. Penn's is one of 15 interdisciplinary centers in the U.S. to receive funding from the French Government to support such actions that strengthen the presence of French language and culture on American campuses.

ISC Networking and Telecommunications

Service and Rates for FY 2002

In July, 2000, Penn combined ISC Networking & Telecommunications, having recognized the need for a new organization that could fully support the design and deployment of the Next Generation PennNet to deliver voice, data and video services over one physical network. This re-organization of departments from ISC and Business Services into one group was planned during FY '00 after careful consultation with staff, campus colleagues, and peers at sister institutions. This change was driven by several factors including:

- Technical convergence of voice, data and video technologies
- Redundant existing physical infrastructures and processes
- Common vendors
- Parallel and duplicate services to customers
- Customers' demand for increased support
- New, emerging services crossed existing organizations

Goals for the new organization include enhanced customer service, combined physical infrastructure planning and management, lower operating expenses by utilizing economies of scale for equipment and facilities purchases, and consolidated internal processes. While full organizational integration of all services across data, video and telecommunications will take some months, significant milestones have already been met, including:

- Establishment of a single point of contact for departments needing one or many services
- Consolidation of financial services and customer chargeback procedures
- Joint materials management and inventory control
- Technical cross training for staff members
- Initial development of methodology to introduce new or emerging products and services

Rates:

Several Networking service and rate changes will go into effect starting July 1, 2001. Most of these changes are the result of recommendations made by the Network Planning Task Force (www.upenn.edu/computing/group/nptf/State_of_Union_12-04-00/index.htm), the cross-campus team that meets to discuss and resolve issues surrounding the planning and funding of PennNet.

The following are the major networking service and rate changes for FY 2002. Additional rate changes are shown in the summary table comparing this year's and last year's rates.

- It is recommended that ISC discontinue for-fee modem pool access by July 1, 2001. The no-fee express pool will continue through June 30, 2002.
- Any users who still have 10Base2 connections are encouraged to switch to 10Base-T connections through ISC's conversion program (www.upenn.edu/computing/news/1999/10base2.html).
- 100Base-T connections (the leading standard for 100 Mbps) are available to any building wired for Fast Ethernet. To determine whether your building is wired for Fast Ethernet, see www.upenn.edu/computing/pennnetbuilding_list_table.html.

FY 2002 Networking Rate Changes

<i>Central Service Fee</i> (Network Infrastructure)	<i>FY 2001</i>	<i>FY 2002</i>
10Base2/10Base-T	\$ 9.40/month	\$ 9.55/month
100Base-T	\$22.75/month	\$22.75/month
<i>Connections</i> (Port Rental/Connection Maintenance)		
10Base2	\$25.60/month	\$25.60/month
10Base-T	\$ 5.85/month	\$ 5.85/month
100Base-T	\$17.25/month	\$11.70/month

Services

<i>E-mail</i>		
Pobox Accounts	\$50/year	\$28/year
Dolphin Accounts	\$20/year	N/A*

* Note: Pobox and Dolphin e-mail account services are being combined into one new enhanced e-mail offering at \$28/year per account for FY 2002. Special discounts for bulk accounts will be offered so that departments/units will actually be charged from \$28/year per account to \$22.40/year per account depending on the number of accounts.

Large Electronic Mailings	\$.05/e-mail address	\$.05/e-mail address
Large E-mail List Management	\$50/list	\$30/set-up \$20/six months per list \$50/six months per host

SMTP Relay

Premium Web Services

See www.upenn.edu/computing/web/webdev/service_levels.html for rate details.

Labor

A complete list of ISC Networking and Telecommunication's labor rates (including premium web services) can be found at www.isc-net.upenn.edu/rates-FY02.html

FY 2002 Telecommunications Rates

<i>Administrative</i>	<i>FY 2001</i>	<i>FY 2002</i>
Centrex Lines		
Analog Line	\$ 12/month	\$ 12/month
Meridian Business Set Primary Line	\$ 12/month	\$ 12/month
Meridian Business Set Add'l Line	\$ 5/month	\$ 5/month
(Software Only)		
ISDN Line 2B +D Centrex Line		
(for 2 numbers)	\$ 35/month	\$ 35/month
<i>Voice Mail</i>		
Mailbox A	\$ 7.50/month	\$ 7.50/month
(12 messages, 3 minutes each, 10 days archive)		
Mailbox B	\$ 8.50/month	\$ 8.50/month
(24 messages, 5 minutes each, 20 days archive)		
Mailbox C	\$ 9.50/month	\$ 9.50/month
(40 messages, 10 minutes each, 30 days archive)		

Long Distance

Long Distance direct dialed calls are charged at a flat per minute rate for all time periods of all days. Domestic direct dialed state-to-state long distance calls will be billed at \$.10/minute. International direct dialed calls will also be billed at a flat per minute rate for each country. Please see the website at www.upenn.edu/telecom/rates.html for specific rates for each country.

Note: Rates are subject to change. This flat rate does not apply to ISDN or Operator-assisted calls of any type e.g., credit card, third-party, collect, directory assistance, etc.

Allocated Costs

Allocated charges are the expenses of providing a unified telecommunications system for the University. These costs are shared by all those who use the system, and are evenly allocated as 30% of total monthly equipment (telephone lines, sets, and voice messaging) costs to each department or center.

Labor

A complete list of ISC Networking and Telecommunication's labor rates (including premium web services) can be found at www.isc-net.upenn.edu/rates-FY02.html.

Student Rates

Student rates are available at www.upenn.edu/pennnet/rates.html.

ISC Networking & Telecommunications: We're now one, to better meet your needs!

For activation requests (voice, data or video) send e-mail to installs@isc.upenn.edu or call (215) 898-9654. For billing questions (voice, data or video) send e-mail to billing@isc.upenn.edu or call (215) 898-3377.

—ISC Networking & Telecommunications

Amtrak Quik-Trak Machine

Amtrak's self-ticketing machine is here on campus. The machine is called a Quik-Trak machine and it is located in the Student Administrative Service Center, the 24-hour main floor facility in the Franklin Building, 3451 Walnut Street. For access after hours, you just need to swipe your PennCard at the door.



This Amtrak Quik-Trak machine is the same as those self-ticketing machines located at 30th Street Station. Faculty, staff and students will be able to make reservations with the machine itself or on the Amtrak website at www.amtrak.com. Just enter your credit card, punch in your reservation or reservation number and your Amtrak ticket is generated. It is as easy as operating an ATM machine.

Amtrak tickets can be issued for commonly traveled destinations such as Boston, New Haven, New York, Washington, D.C. and more. For students who participate in Amtrak's Student Advantage program it can offer student discounts as well. So, don't stand in line at 30th Street Station anymore—get your tickets here on campus!

Ticket 2Ride Sweepstakes

Buy a ticket or check schedules in the Amtrak Quik-Trak machine on campus now through March 23 and the name on the credit card you use will be entered in the sweepstakes. Drawing will be held on Friday, March 30 and the lucky winner wins two free tickets to New York or Washington, D.C. on the new high-speed Acela train.

Commonly Asked Questions About the Amtrak Quik-Trak Machine

Can I buy an Amtrak ticket with most major credit cards?

Yes. The Amtrak Quik-Trak machine recognizes most major credit and debit cards such as Visa, MasterCard, American Express, Diner's Club, Discover and Carte Blanche.

Does it recognize student discounts?

Yes. If you have previously enrolled in Amtrak's Student Advantage program and have been assigned an Amtrak student ID#, you can get discounted tickets (see Amtrak website, www.amtrak.com, for details and restrictions).

Can I buy Amtrak tickets with Penn's Procurement card?

No. You can use your AX corporate card or any major credit card, but not your Procard. Procards are for non-travel related expenses.

How do I process a refund?

Tickets must be returned to Amtrak for a refund.

What destinations can I buy tickets for?

The common destinations are listed in the system and include frequently traveled destinations on the east coast.

Can I purchase such items as 10 ride passes and monthly passes through this machine?

Yes.

For more information about the Amtrak Quik-Trak machine, please contact me at (215) 898-3307.

— Susan Storb, Travel Administrator

PennERA: Electronic Research Administration

Last year, the University launched a project to enhance research and grants administration: PennERA. PennERA is the University's Electronic Research Administration project, an initiative with both long-term and short-term goals designed to meet the evolving needs of Penn's academic research community. The PennERA project has among its goals the development and implementation of integrated, software-enabled solutions to support the research processes at the University of Pennsylvania. Ultimately, the project will implement a "cradle-to-grave" system for research project development, support and management. This effort, however, will require policy improvements, a structured, carefully-planned, well-communicated approach to implementation, and training to be reasonably effective. The goal will be better pre- and post-award grant management, linked to streamlined processes, utilizing best practices and providing researchers and research administrators with more efficient tools for handling administrative tasks related to sponsored projects.

Under the leadership of the Vice Provost for Research, Dr. Neal Nathanson, and the Vice President for Finance, Craig Carnaroli, overall responsibility for the project is shared jointly by Dr. Andrew B. Rudczynski, Associate Vice President of Finance and Executive Director of Research Services and Robin H. Beck, Deputy Vice President of Information Systems and Computing.

Since last fall, the PennERA project team has completed several phases. These included a preliminary review of policies and procedures as they relate to the administration of proposals and grants, followed by an analysis of information gained from surveys and interviews of both faculty investigators and grants administrators throughout the University. A working group was formed with representatives from various schools and offices who are stakeholders in research administration. The role of the Working Group was to describe the current proposal and award administration process, to help identify critical issues, and to identify opportunities for improvement. The results of this work have been the development of the PennERA functional requirements that will form the basis for both technological and process improvements.

In addition to the long-term project, a number of subprojects have been implemented under the PennERA umbrella, with the goal of providing improved service now, including:

- The Freeze Grant Accounts functionality in the General Ledger system, which went live in October 1999, prevents certain categories of expenses (online Journal Entries, Encumbrance entries, new POs, C-Forms, Feeder Journals and Payroll/Salary Management Journals) from being charged to a sponsored project. The system uses a combination of date-dependent, automated processing as well as business user-initiated transactions to accomplish its work.
- Penn Protocol Reports, launched in April 2000 as part of BEN Reports, gives investigators and their administrative support personnel the opportunity to view the status of their Human Subjects and Animal research protocol submissions via the web.
- Grant Reporting and Management System, or GRAM, originally developed by the School of Medicine, was rolled out University-wide in June 2000 and has enabled investigators to view financial records of their grant accounts in an easy to read grant year format, accessible on the web.

In addition, complimentary enhancements to the University's financial system such as the web-based Revenue and Expense Inquiry and the revised Budget Journal Entry form are intended to increase the tools available for reviewing account status and maintaining budget information.

Other subprojects are currently under development and will be available in the next few months. These and other enhancements will continue to be added to improve processes and procedures for grant submission and administration in an effort to assist the research community at Penn.

Current activities for PennERA involve development of a requirements document for submission to external vendors. Since the development of this document is nearly complete, now is the time for feedback on the findings thus far.

In the last several weeks we have been conducting review sessions with various stakeholder groups across campus. If you have not as yet had an opportunity to provide feedback on the requirements findings and would like to do so, please e-mail us at PennERA@pobox.upenn.edu.

The Core Team is lead jointly by Todd S. Swavely, Associate Director, Research Services, and Robert W. O'Malley of Information Systems and Computing. Project Management is provided by Marion Campbell of ISC. Your comments, questions and suggestions are encouraged and welcomed and can be sent to PennERA@pobox.upenn.edu.

—Andrew B. Rudczynski,
Executive Director of Research Services and Associate Vice President of Finance

—Robin H. Beck,
Deputy Vice President of Information Systems and Computing

Penn-assisted PreK-8 School: More Open Houses

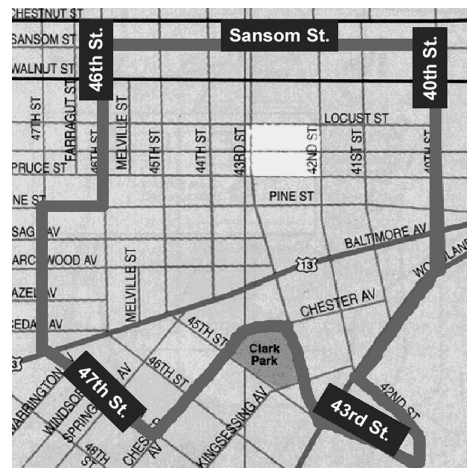
The Penn-assisted PreK-8 public school at 42nd and Spruce Streets will open its doors for kindergarten and first grade in September 2001. The school will be open to children who live in the catchment area (shown on the map, at right) and who will be 5 years old by September 1, 2001, for kindergarten and 6 years old by September 1, 2001, for first grade.

There have been a series of open houses, the next two open houses will be held at the Divinity School Deanery at 4205 Spruce Street from 7 to 8:30 p.m., January 23 and 29. Parents will learn about proposed academic and community programs, state-of-the-art building and site design, collaboration of Penn, the School District of Philadelphia and Philadelphia Federation of Teachers, and the registration process for enrolling your child in kindergarten or first grade. For more information, contact Ann Kreidle, school planning coordinator, at (215) 573-6122 or annk@gse.upenn.edu.

The principal for the new neighborhood school is expected to be hired this spring. Penn and the School District are working together to hire the principal, and ads for the position have appeared in national newspapers and educational journals. The interview process is beginning and applications are being screened by a selection committee that includes two parent representatives.

Site preparation and other pre-construction work will begin before the end of January, weather permitting. Groundbreaking and construction will begin by March, if not sooner.

University City New School (UCNS) will move from its longtime location to the Calvary Center at 48th and Baltimore in June and will begin the new school year there. The Parent Infant Center (PIC) will continue to operate at the Divinity School site, remaining in its current quarters until next year when it moves to renovated space.



This map shows the attendance boundaries approved July 24 by the Philadelphia School Board.

Head Start and GSE to Study School Readiness

Two professors at the Graduate School of Education will study how early learning behaviors contribute to school readiness. In partnership with Head Start, Dr. Paul McDermott, chair, Psychology in Education Division, and Dr. John Fantuzzo, the Diana Rausnitz Riklis Term Professor of Education, will research learning behaviors as indicators of school success for K-12 students. Their research, Learning-in-Time and Teaching-to-Learn, is supported by a three-year grant from the U.S. Department of Health and Human Services.

"Essential to the success of the research and the utility of its findings is the authenticity and strength of the partnership between the Graduate School of Education and the School District of Philadelphia's Office of Early Childhood," Dr. Fantuzzo said. "Our partnership holds great promise for advancing the understanding of early learning behaviors and school readiness."

School readiness is a child's ability to learn the basic skills of reading, writing and mathematics. It has been shown to be a good indicator of how children will perform throughout their school careers. This study will investigate how preschool learning behaviors, such as persistence, flexibility and attentiveness, contribute to school readiness. It will follow the development of these learning behaviors throughout early childhood and use that information to develop a curriculum that is appropriate to each child's age and ability.

Study findings will be used by Head Start to increase school readiness among preschool children. Such information will also help to inform policy on early childcare, specifically in funding and programs for Head Start.

All Aboard Express Almanac

Want to be apprised of late-breaking news and time-sensitive information that is published only on *Almanac's* website? We will inform you as soon as we post such items if you are on board *Express Almanac*. A free electronic service, *Express Almanac* is sent whenever we add something significant to our website: *Between Issues* news, the latest issue or the AT PENN calendar.

To register, send an e-mail message with "subscribe" as the Subject to pobox.upenn.edu and include your name, e-mail address, and mailing address.

—Ed.

Penn Children's Center at the Left Bank: Greater Capacity

The Penn Children's Center has moved into its new quarters, located at 3160 Chestnut Street (Suite 100) in the Left Bank development, effective January 22.

Penn Children's Center (PCC), the University's child care program, serves children ages 12 weeks through 5 years. The program features weekly themes and a diverse, multicultural curriculum based on the principles of early childhood education. Occupying 11,000 square feet of interior space, the new center features 8 classrooms (2 infant, 3 toddler, and 3 pre-school) and a large indoor gym/multi-purpose room. The center also features the "wavy wall" art gallery and activity area. A 4,000 square foot outdoor playground with infant, toddler and pre-school equipment is directly accessible through the main classroom corridor. Convenient drop-off parking is available immediately in front of the building. PCC requires all teaching staff to be highly trained with expertise in early childhood education. All staff receive on-going safety and curriculum training.

The new facility accommodates approximately 106 children, a 27% increase from PCC's former location at 42nd and Spruce Streets. PCC moved from its current location to make way for construction on the University-assisted PreK-8 school under construction on that site.

Applications are now being accepted for the Penn Children's Center's expanded enrollment. While several classrooms still have wait-lists, there are some slots available.

Each year the Penn Children's Center and Division of Human Resources set aside funds to reduce the cost of the program for qualified Penn staff. Fee assistance applications will also be accepted at this time.

PCC Rate Structure

Effective July 1, 2000 through June 30, 2001

	Infant	Toddler	Preschool
Regular rate	\$275	\$230	\$190
4 day	\$239	\$206	\$165
3 day	\$197	\$182	\$135
2 day	\$132	\$121	\$98
Penn rate	\$249	\$206	\$168
4 day	\$217	\$184	\$146
3 day	\$179	\$162	\$119
2 day	\$119	\$108	\$87

Eligibility Guidelines for Penn Tuition Rate

- All regular full-time, regular part-time, and limited service faculty and staff of the University of Pennsylvania
- Full-time University of Pennsylvania students
- Full-time University of Pennsylvania Health System employees
- Full-time Penn post-doctoral fellows, research associates

Fee Assistance Categories

Eligibility requirements apply, application and financial need documents required

	Infant	Toddler	Preschool
25% Subsidy	\$150	\$124	\$100
Total gross family income (all sources) = less than \$50,000/year			

40% Subsidy	\$100	\$100	\$126
Total gross family income (all sources) = less than \$40,000/year			

Eligibility Guidelines for Subsidized Rate

- Regular full-time, regular part-time and limited service faculty and staff of the University of Pennsylvania only (UPHS not included)

For More Information

For additional information, or to arrange a tour, please contact Penn Children's Center Director Anjali Chawla at (215) 898-5268. Visit the Penn Children's Center website:

www.upenn.edu/bus-svcs/childctr/.

Museum's 20th Celebration: Year of the Snake

Photo by Jennifer Gibson



On Saturday, January 27, 11 a.m. to 4 p.m., the University Museum will usher in the Year of the Snake at its 20th annual Chinese New Year Celebration. This year's festivities will consist of music and dance performances, food, healing and martial arts demonstrations, games, workshops, arts, crafts, and children's activities. Topping off the day-long celebration will be the traditional Chinese Lion Dance—performed by dancers and drummers from the Philadelphia Suns—beginning in the Harrison Auditorium

The Jade River Dancers will present two afternoon programs at 1:30 and 2:30, introducing traditional dances like the Hat, Iron Fan, and the Spinning Handkerchief.

at 3:30 p.m. and, weather permitting, continuing outside to the Main Entrance courtyard for a Firecracker Parade finale.

This event is free with Museum admission.

The Celebration's full schedule is online at www.upenn.edu/museum/.

Update

JANUARY AT PENN

FITNESS/LEARNING

29 Tai Chi Class; 6:30-7:30 p.m.; St. Mary's; registration: call Alison at (215) 386-3916 or e-mail SaintMarysHV@aol.com. Free but space is limited (St. Mary's Church).

TALKS

26 The Rise and Fall and (?) of E-healthcare; Mitchell Blutt, Chase Capital Partners; noon-1:30 p.m.; Colonial Penn Center Auditorium, LDI; RSVP (215) 898-3428 (Leonard Davis Institute).

29 Anillin's Role in Cleavage Furrow Formation; Christine Field, Harvard Medical School; 2 p.m.; room 251, BRBII/III (Pennsylvania Muscle Institute).

Deadlines: The deadline for the weekly update is each Monday for the following week's issue. For the March AT PENN calendar it is *February 13*.

See www.upenn.edu/almanac/calendar/caldead.html for details on event submission.

Quality of Worklife Workshops

Human Resources is pleased to offer workshops for this semester on topics related to dependent care issues and emotional well-being. These workshops are presented by experts from Ceridian Performance Partners, our LifeBalance provider, and Penn-Friends, our Employee Assistance Program. A complete listing of these workshops can be viewed at www.hr.upenn.edu/quality/workshop.htm.

Please note these changes this semester:

1. Faculty and staff must register on-line through the Course Catalog at www.hr.upenn.edu/training_coursecatalog/search_criteria.asp. Scroll down to 'Browse by Category' and select Quality of Worklife. Then follow all the prompts to complete the registration process.

2. The workshops are expanded from our previous one-hour time frame to one hour and a half. *The final half-hour of each workshop is optional and designed for additional discussion and/or role playing for those who can stay.*

Questions? Contact Orna Rosenthal at (215) 898-5116 or rosenthal@hr.upenn.edu. Feel free to bring a brown bag lunch to these sessions.

— Division of Human Resources

The University of Pennsylvania Police Department Community Crime Report

About the Crime Report: Below are all Crimes Against Persons and Crimes Against Society from the campus report for **January 8 through January 14, 2001**. Also reported were **5 Crimes Against Property**; (including 5 thefts). Full reports on the Web (www.upenn.edu/almanac/v47/n19/crimes.html). Prior weeks' reports are also on-line.—Ed.

This summary is prepared by the Division of Public Safety and includes all criminal incidents reported and made known to the University Police Department between the dates of **January 8 and January 14, 2001**. The University Police actively patrols from Market Street to Baltimore Avenue and from the Schuylkill River to 43rd Street in conjunction with the Philadelphia Police. In this effort to provide you with a thorough and accurate report on public safety concerns, we hope that your increased awareness will lessen the opportunity for crime. For any concerns or suggestions regarding this report, please call the Division of Public Safety at (215) 898-4482.

01/09/01	7:28 AM	38th/Woodland	Males in possession of drugs/Arrest
01/09/01	12:33 PM	4200 Pine St	Window to auto broken out by unknown
01/10/01	3:25 AM	4200 Walnut St	Male struck officer/Arrest
01/11/01	1:16 PM	249 S. 36th St	Credit cards taken
01/11/01	6:18 PM	4021 Pine St	Complainant struck in face by male w/gun/suspect fled
01/14/01	12:11 AM	3401 Walnut St	Complainant struck in head with bottle
01/14/00	4:48 PM	3601 Walnut St	Male arrested with stolen credit cards and narcotics

18th District Report

7 incidents and 4 arrests (2 robberies, 3 aggravated assaults and 2 rapes) were reported between **January 8 and January 14, 2001** by the 18th District covering the Schuylkill River to 49th Street and Market Street to Woodland Avenue.

01/08/01	8:00 PM	541 49th St.	Aggravated Assault/Arrest
01/09/01	5:55 AM	4200 Baltimore Av.	Robbery/Arrest
01/09/01	9:00 PM	100 blk 44th St.	Rape
01/11/01	2:00 PM	3800 blk Spruce St	Rape
01/11/01	6:15 PM	4021 Pine St.	Aggravated Assault
01/12/01	4:45 AM	1008 48th St.	Aggravated Assault/Arrest
01/14/01	8:09 PM	4651 Chestnut St.	Robbery/Arrest

CLASSIFIEDS—UNIVERSITY

RESEARCH

Male Osteoporosis The University of Pennsylvania Health System needs volunteers for a male osteoporosis research study. If you are generally healthy and are 18 to 80 years old, you may be eligible to participate. Volunteers will receive a general physical examination and blood tests at the time of the first visit. Those who qualify will be asked to return for a second visit for magnetic resonance imaging (MRI) of the leg and wrist and a dual energy X-ray absorptiometry (DEXA) scan of the spine and hip. Both exams are performed on the same day and take approximately 45 minutes each. The tests will be repeated in 6, 12, and 24 months. Participants will be compensated for their participation. Please contact Louise Loh or Helen Peachey at (215) 898-5664 for more information.

Shoulder Study: Do you have shoulder pain or tendonitis? You may qualify for *free* therapy. We are studying the effectiveness of a new, scientifically based shoulder exercise program. Testing and treatment are free and will be performed by a physical therapist experienced with managing shoulder problems. Call Jason Bialker, MPT, at Penn Therapy and Fitness to arrange an appointment for initial testing to see if you qualify (215) 614-0680.

The University of Pennsylvania Health System seeks volunteers for an osteoporosis medical research study. If you meet the following description, you may be eligible to participate: **A postmenopausal woman 60 years** or older of normal weight who is not taking estrogen replacement. Volunteers will receive a magnetic resonance imaging (MRI) exam—which produces images of the heel and spine, as well as a dual energy X-ray absorptiometry (DEXA) scan, which uses a small amount of radiation to determine bone density. Both exams—performed on the same day—take approximately 2 hours in total. Participants receive \$60. Please contact Louise Loh (215) 898-5664.

To place a classified ad, call (215) 898-5274.

Almanac is not responsible for contents of classified ad material.



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The University of Pennsylvania's journal of record, opinion and news is published Tuesdays during the academic year, and as needed during summer and holiday breaks. Its electronic editions on the Internet (accessible through the PennWeb) include HTML and Acrobat versions of the print edition, and interim information may be posted in electronic-only form. Guidelines for readers and contributors are available on request.

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Inquiring Into the Teaching and Learning of Science: An Initiative from a Research University

by Connie Blasie, Cath Milne and Hai-Lung Dai

If you read the newspaper or listen to radio news, then you've read or heard about secondary education content standards, about the poor performance of U.S. secondary students on international math and science tests and about the declining number of US students pursuing scientific careers. Within the Department of Chemistry, concern over these issues has culminated in the development and implementation, beginning June 2000, of a collaborative initiative of the Department of Chemistry and the Graduate School of Education: The Master of Chemistry Education (MCE) Program. This ten-course degree program was designed specifically for secondary school science teachers and combines rigorous chemistry content and science pedagogy with the goal of advancing participants' chemistry understanding, laboratory skills, and use of information technology as a teaching and learning tool. The response to the program by the first cohort class of twenty participants has been very positive. In this article, we reflect on the development of the inquiry model used by the chemistry faculty involved in this program, on the inquiry model itself, and on the value of collaboration among university departments and schools.

When a small group in the Penn Chemistry Department, a highly successful research department, began thinking about teaching secondary school teachers our initial answer was just to "Teach Them More Chemistry!" We thought that if teachers just knew more chemistry, they could teach more effectively. But, as a research department, we also did extensive research to verify this. What we learned was that the answer was not this simple and that teaching and learning need to be thought of as inseparable.

Two of the most important things we learned were the generally accepted adage that "People teach in the same way that they were taught" and from both the *National Science Education Standards*¹ and *Benchmarks for Science Literacy*² that inquiry learning was the method of teaching science which results in the most positive learning outcomes. To us this meant that we would need to model 'inquiry learning' in the chemistry content courses we taught. But we couldn't model it until we knew what it meant to us. And thus began our adventure into a new way of thinking about teaching chemistry.

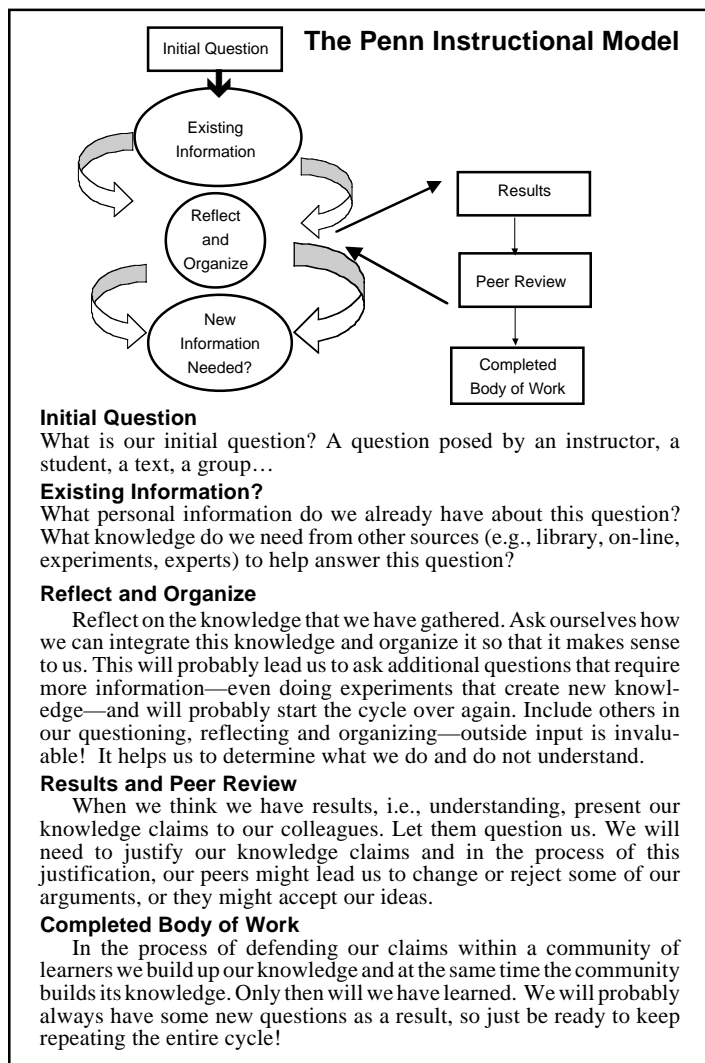
As part of a research oriented science department, immersed in the culture of research, we tackled the question, "What does inquiry learning mean to us" as we tackle all questions which arise in research:

- We researched it—reading chemistry education literature, science education literature, visiting high schools, conducting focus groups of teachers ...
- We reflected on all of this individually; we discussed all of this as a group.
- Then we read, reflected, wrote, visited and talked even more.

Until, finally, we realized that doing scientific research IS doing inquiry learning! This, then, was how we wanted to teach the chemistry content courses in the MCE Program. This was how, in a context familiar to us, we could interpret 'inquiry learning' and therefore how we could model 'inquiry teaching'.

Because this is the model of inquiry teaching and learning that we decided to adopt for the chemistry courses, the chemistry faculty among us quickly realized that they would not solely be giving lectures. It meant that for our participant teachers to be learning, they would be actively searching out answers, discussing them among themselves and with us, presenting their understandings to the class, doing additional research... Not exactly your normal university chemistry lecture classroom!

Now that the MCE Program has begun and the Penn Instructional Model is being used in the teaching and learning in the chemistry courses, the faculty teaching the chemistry and the chemistry education courses are continuously collaborating to ensure a co-mingling of chemistry and chemistry education. It is only with this on-going high level of collaboration that the program curriculum continues to be developed to achieve



the goals of teaching and learning both the content and the pedagogy that teachers need in order to teach chemistry in the science curricula in high schools—and that their students need in order to learn that science.

This rather unique combination of employing an explicit inquiry model in the teaching and learning of the content courses along with a high level of collaboration between the Department of Chemistry and the Graduate School of Education helps to develop a rich learning environment for both the university educators and the teachers in the program. Chemistry Professor Dr. Bryan Roberts, who is currently teaching in the MCE program has said, "This has been a transformative process for me. I'm now even considering how I can use an inquiry-type of approach in my undergraduate Organic Chemistry classes."

We think that an inquiry-based approach to teaching and learning, and collaboration across disciplines hold great promise for the development of other curricula within the university.

¹ *National Science Education Standards*, National Academy Press, 1995

² *Benchmarks for Science Literacy*, Project 2061, American Association for the Advancement of Science, 1993

Constance Blasie is Associate Director of the MCE Program and a member of the Chemistry Department's Undergraduate Education Committee.

Dr. Catherine Milne is a post-doctoral fellow in the Graduate School of Education and a course instructor in the MCE Program.

Dr. Hai-Lung Dai is a Professor of Chemistry and Chairman of the Department of Chemistry.

This essay continues the Talk About Teaching Series, now in its seventh year as the joint creation of the College of Arts and Sciences and the Lindback Society for Distinguished Teaching.